CONTRACT OVERSIGHT DESK REVIEW

Eckerd Community Alternatives – Pasco/Pinellas

Contract QJ511

Desk Review Completed: January 2019

As required by section 402.7305 FS, The Department of Children and Families performed a Desk Review for Eckerd Community Alternatives – Pasco/Pinellas.

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EXECUTIVE SUMMARY

The Department's Community Based Care (CBC) Monitoring Team performed a Desk Review for Eckerd Community Alternatives – Pasco/Pinellas (ECA P/P)**,** Contract QJ511. ECA P/P provides child welfare services for Circuit 6, which encompasses Pasco and Pinellas Counties in the SunCoast Region of Florida and has done so since 2014.

The monitoring process included a review of ECA P/P's performance on both quantitative and qualitative performance measures, and information from the contract manager regarding previous CBC monitoring findings. Supplementary information was provided by the Department's Office of Revenue Management, Office of Community-Based Care/Managing Entity (ME) Financial Accountability, Office of Child Welfare, quarterly financial viability reports, system adoption initiative gap analysis and service array assessment.

The CBC monitoring team involved in the review consisted of Department of Children and Families Community Based Care Monitoring Unit staff – Alissa Cross, Jessica Manfresca, Kelly Welch and Megan Wiggins.

SECTION 1: PERFORMANCE AT A GLANCE

The graphs on the following page are provided by Casey Family Programs. Casey Family Programs works in all 50 states, the District of Columbia, two US territories, and more than a dozen tribal nations. They actively work with Florida child welfare professionals to improve practice through use of evidence-based programs and data analytics. The most up-to-date ECA P/P performance is depicted later in this report.

As the Casey graphic shows, the rate and number of children in care has increased each year since 2015. During this same time, ECA P/P has managed to reduce the percentage of children re-entering care within 12 months of achieving permanency. However, permanency rates for children in care 12 months or more have slowed.

Eckerd Pasco Pinellas

NOTE: Due to data source and timeframe presented, numbers may vary slightly from those presented in reports produced by FL DCFS.

Legend: CBC · Florida · national

of children in care
(< age 18; as of last day of each month)

Values: 2,019 | 2,169 | 2,147 | 1,758 | 1,653 | 1,635 | 1,675 | 1,714 | 1,787 | 1,867 | 2,101 | 2,195 | 2,256
Months: 3/12 | 9/12 | 3/13 | 9/13 | 3/14 | 9/14 | 3/15 | 9/15 | 3/16 | 9/16 | 3/17 | 9/17 | 3/18
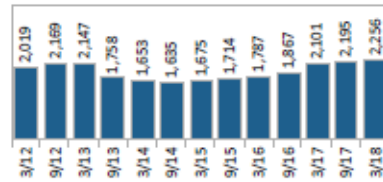
year over year change in the # in care
change 3/13-3/14 | change 3/14-3/15 | change 3/15-3/16 | change 3/16-3/17 | change 3/17-3/18
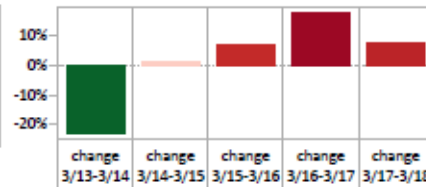
rate in care
(per 1,000, < age 18)
2012 2013 2014 2015 2016 2017 2018
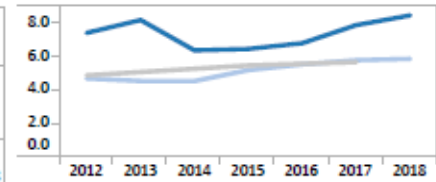
Safety

% children who experience repeat maltreatment within 6 months
2012 2013 2014 2015 2016 2017
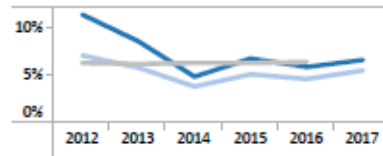
% children who experience repeat maltreatment within 12 months
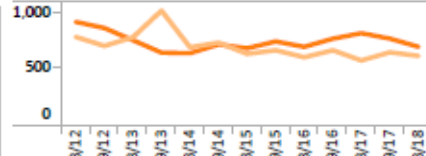(note 2013-2014 data masked due to data quality)
2009 2010 2011 2012 2015
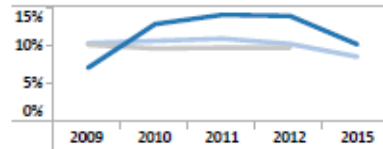
Entries
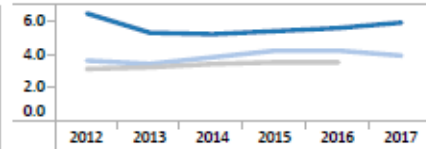
of children entering & exiting
(6 month entry cohorts ending on each date)
Entries / Exits
3/12 9/12 3/13 9/13 3/14 9/14 3/15 9/15 3/16 9/16 3/17 9/17 3/18

rate of children entering care
(per 1,000)
2012 2013 2014 2015 2016 2017

Placement

placement settings for children in care, by age (for all children in care on 3/31/2018)

Legend: Runaway, Congregate care, Foster care, Pre-adoptive home, Kinship care

Age	Kinship	Foster	Congregate	12% label
<1	42%	58%		
1-5	49%	48%		
6-12	47%	40%		12%
13-17	24%	30%	40%	
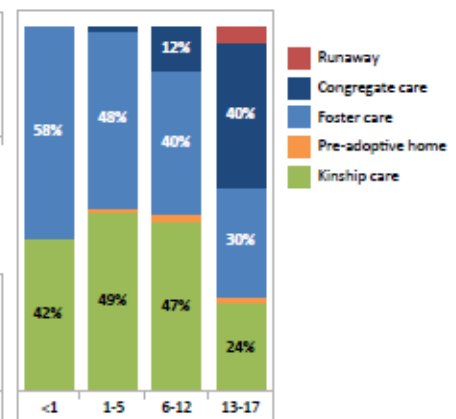
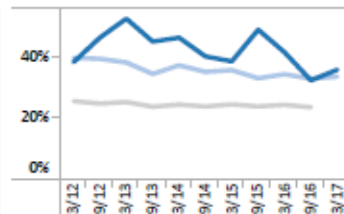## Timely & Stable Permanency

% permanency within 30 days of entering care
(6 month entry cohorts ending on each date)
3/12 9/12 3/13 9/13 3/14 9/14 3/15 9/15 3/16 9/16 3/17 9/17
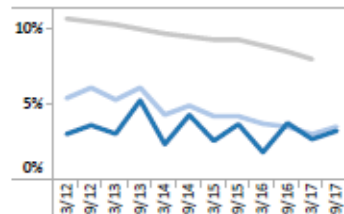
% permanency within 3-12 months of entering care
(6 month entry cohorts ending on each date)
3/12 9/12 3/13 9/13 3/14 9/14 3/15 9/15 3/16 9/16 3/17

% permanency w/in 12 months for children in care 12-23 months
2012 2013 2014 2015 2016 2017
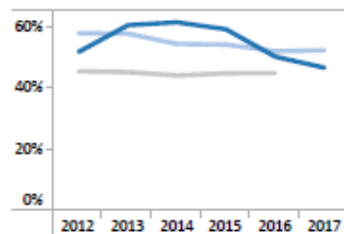
% re-entering care w/in 12 months of timely permanency
2011 2012 2013 2014 2015 2016

Children In Care 2+ Years (3/31/2018)

in care 2 + years

#	342
%	15%
state	18%
Nat'l (2017)	25%

% in care 2+ years at start of the year who achieve permanency w/in 12 months
2012 2013 2014 2015 2016 2017
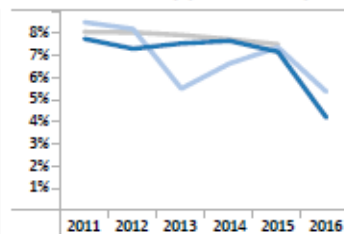
profile of current caseload in care 2+ years
(for groups that represent at least 2% of the total; by age, placement type and case plan goal)

	ages 2-12			ages 13-17	
	Reunif	Adopt	NA	Reunif	Adopt
Congregate care		2%		6%	8%
Foster care	4%	35%	2%	3%	9%
Kinship care	3%	16%			2%
Pre-adoptive home		4%			

SECTION 2: SERVICE AREA DESCRIPTION

This section provides a snapshot of the community ECA P/P serves, including US Census data, information on child welfare partners, Florida Department of Health birth and infant mortality rates, and DCF investigations of child fatalities reported to the Florida Abuse Hotline. Additional information may include data from the 2018 Florida Kids Count County Child Well-being Index attached to this report. ECA P/P serves the childen and families in Pasco and Pinellas Counties, representing the 6th Judicial Circuit in the SunCoast Region. The table below provides key US Census Facts for these counties as compared to the statewide percentages.

According to the US Census, despite a lower median household income compared to the state, a lower percentage of the population in Pasco and Pinellas counties is living in poverty. A higher percentage of the population in both counties has successfully completed high school and a higher percentage of the population over the age of 25 in Pinellas county has earned a college degree, as compared to the state. (See Table 1)

US Census Facts	Florida	Pasco	Pinellas
Median Household Income	$48,900	$46,010	$47,090
Percent of population living in poverty	14.7%	13.3%	13.3%
Percent of population over 25 years old with a college degree	27.9%	22.5%	29.5%
Percent of population over 25 years old with high school diploma	87.2%	88.3%	90.4%

Table 1. Data Source: census.gov/quickfacts/(2012-2016 v2016)

CHILD FATALITIES

BIRTH AND INFANT MORTALITY RATES

In Pasco and Pinellas counties, the birth rate is lower than the statewide. (See Table 2) The infant mortality rate has fluctuated in both counties since 2012 and, on occasion, exceeded the statewide average, with the most recent occurrence being in 2016 in Pinellas County.

| County	Birth Rate per 1,000 Population Statewide Rate 11.1					Infant Mortality Per 1,000 Population Statewide Rate: 6.1				
	2012	2013	2014	2015	2016	2012	2013	2014	2015	2016
Pasco	10.1	10.1	10	10.4	10.3	4.2	7.7	6.4	4.5	6.1
Pinellas	9.2	9.2	9.1	9.2	8.9	4.9	5.6	7	6.4	6.8

Table 2. Source: flheathcharts.com

CHILD FATALITY INVESTIGATIONS

Since 2009, there have been a total of 279 child fatality investigations in Pasco and Pinellas County, 48 of which had prior or current case management involvement. The primary cause of death, in those 48 investigations, was sleep related (11) followed by natural causes (10).

Since the on-site monitoring was conducted in March 2018, there have been two additional CIRRT deployments, in Pinellas County. The team was deployed when, a 7 1/2-month-old infant sustained lethal injuries when she was attacked by her babysitter's dog. Because there was a verified report within 12 months of the death, a Critical Incident Rapid Response Team was deployed to conduct a review. The child was in foster care at the time of the incident. The completed CIRRT report is available on the Child Fatality Prevention website.

The team was deployed again following directive from the Secretary when the body of a 2-year-old child was found in wooded area two days after his mother reported him missing. At the time of his disappearance, there was an open investigation concerning domestic violence issues between the parents. The Special Review is available for review.

Figure 1. Source: DCF Child Fatality Prevention Office, 9/4/2018
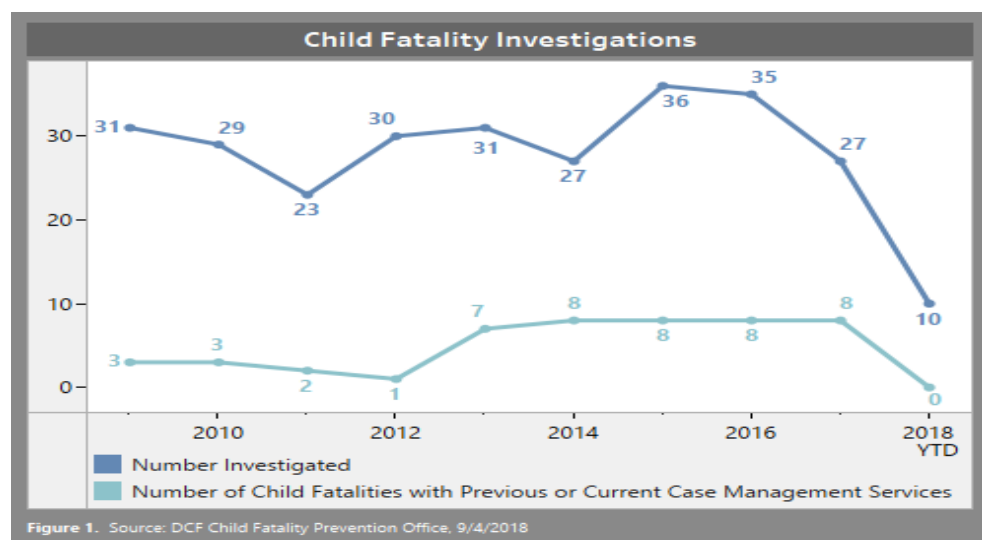
SECTION 3: AGENCY SUMMARY

Eckerd Community Alternatives, Inc. Pasco/Pinellas has been the contracted CBC lead child welfare agency in Pinellas and Pasco Counties since 2014. ECA P/P falls under the parent company Eckerd Connects, which was founded in 1968 and operates in 20 states. ECA P/P is accredited by the Council on Accreditation (COA), an international, independent, nonprofit, human service accrediting organization that accredits the full continuum of child welfare, behavioral health, and community-based social services. Eckerd Youth Alternatives, Inc. DBA Eckerd Connects is COA accredited through June 30, 2019, in multiple service areas. Specific to services provided in Pasco and Pinellas Counties, Eckerd Youth Alternatives is accredited in the following service areas:

- Family Foster Care and Kinship Care
- Network Administration
- Administration and Management (fostering education)
- Volunteer Mentoring Services

Pre-Service and in-service training are subcontracted out to the University of South Florida. Case management and adoption services are subcontracted to Youth and Family Alternatives, Directions for Living and Lutheran Services of Florida. Extended foster care services are subcontracted to Camelot Community Care. Investigations are completed by the respective county's Sheriff's Office and legal services are provided through the State Attorney's Office. Intake and placement, Foster home licensing and recruitment operations are handled in-house by ECA P/P staff. Family Support Services and Safety Management Services are provided by Gulf Coast Jewish Services (Safe at Home in Pasco) and Directions for Living (Family Works in Pinellas) .

NUMBER OF INVESTIGATIONS, REMOVALS AND CHILDREN SERVED

The number of reports accepted for investigation, the number of children entering out-of-home care and the number of children receiving family support services declined in FY17/18. However, the number of children receiving in-home services increased, while the number of young adults receiving services remained relatively stable. Over the course of the past three fiscal years, the number of children receiving in-home services has steadily increased, showing a focus on maintaining children in their home whenever possible. Additionally, ECA P/P's financial viability plan demonstrates a continued focus on this measure through the inclusion of a goal of increasing the percentage of children served through in-home services.

Service Area Data		FY 2015/2016	FY 2016/2017	FY 2017/2018
Child Protective Investigations and Child Removals (Pasco and Pinellas counties)	Reports accepted for Investigation by DCF (Initial & Additional Reports)	14,562	15,310	14,847
	Children Entering Out-of-Home Care	1,429	1,569	1,496
Children Served by Eckerd Pasco Pinellas	Children Receiving In-Home Services	1,786	1,980	2,199
	Children Receiving Out of Home Care	2,969	3,265	3,476
	Young Adults Receiving Services	236	255	251
	Children Receiving Family Support Services	754	973	857

Table 3. Data Sources: Child Protective Investigation Trend Report, Child Welfare Dashboard, FSFN OCWDRU Report 1006

FINANCIAL VIABILITY SUMMARY

The Office of CBC/ME Financial Accountability performed financial monitoring procedures, based on the DCF 2017-18 CBC-ME Financial Monitoring Tool for Desk Reviews, of ECA P/P. The desk review period was for the period of July 1, 2017 – September 30, 2017. The review identified four areas with four findings and eight areas of observation. ECA P/P corrected the errors.

For further details, please see the complete fiscal report – 2017-18 CBC Desk Review Financial Monitoring Report Eckerd Community Alternatives (Pasco/Pinellas)

ECA P/P received a reduction in core services funding, and an increase in other funding, each year from FY13/14 through FY16/17. ECA P/P began FY13/14 and FY17/18 with a carry forward deficit, while in fiscal years 14/15, 15/16 and 16/17, ECA P/P began the year with a surplus of funds. (See Table 4)

Comparison of Funding by Fiscal Year					
Eckerd Pasco/Pinellas					
DCF Contract Funds Available (by Fiscal Year)	**FY13-14**	**FY14-15**	**FY15-16**	**FY16-17**	**FY17-18**
Core Services Funding	$46,862,560	$46,205,052	$44,550,216	$44,759,756	$45,555,137
Other**	$17,895,079	$19,455,157	$20,517,857	$22,424,517	$22,358,448
Total Initial Appropriation	**$64,757,639**	**$65,660,209**	**$65,068,073**	**$67,184,273**	**$67,913,585**
Risk Pool Allocation					$866,570
CBC Operational Costs from Back of the Bill					
MAS from Back of the Bill			$642,471		
Carry Fwd Balance from Previous Years	-$2,250,750	$1,470,997	$2,717,806	$1,125,711	-$195,642
Total Funds Available	**$62,506,889**	**$67,131,206**	**$68,428,350**	**$68,309,984**	**$68,584,513**
** Includes Maintenance Adoption Subsidy (MAS), Independent Living (IL and Extended Foster Care), Children's Mental Health Services (Cat 100800/100806), PI Training, Casey Foundation or other non-core services					Table 4

In FY 15/16, ECA P/P received back of the bill funding and in FY17/18, ECA P/P applied for and received Risk Pool Funding.   In FY18/19, ECA P/P began the fiscal year with a carry forward deficit of $508,998 even after receiving risk pool and back of the bill funding in FY17/18. According to the FY17/18 Risk Pool Committee Report, the primary factors contributing to the need for risk pool funding were an increase in removals, an increase in case management positions to reduce caseloads, licensed group home rate increases, and a transition in available diversion services. Recommendations made by the committee included reviewing high cost placements, re-evaluation of alternative ways to reduce caseloads, resolve issues with placement timeframes, re-educate CPIs on the use of the new diversion programs, begin using conditions for return staffings, analyze administrative costs, evaluate possible "step down "placements, and refresher training for staff on the Practice Model.

ECA P/P also applied for and were awarded $2.9 million in risk pool funding for FY 18/19. According to the Risk Pool Committee Report, the recommendations for the ECA P/P were:

1. Continue to execute the recommendations from the FY 2017-2018 Risk Pool Report.
2. Place a stronger emphasis on the reduction in the number of children in residential group care, particularly ages 6-12.
3. Develop an action plan in conjunction with the sheriff's offices to improve the utilization of diversion services as a safe alternative to removals.
4. Until ECA-P/P is able to operate without a deficit, a more appropriate caseload is a ratio of 1:20 with a goal of 1:17 long term.
5. Consistent with the findings during the most recent on-site monitoring, ECA-P/P should continue to focus on addressing case manager turnover.
6. ECA-P/P would benefit by expanding the availability of the Family Reunification Team to all case management organizations.

The full Risk Pool Peer Review Committee Report is available here: ECA P/P FY18/19 Risk Pool Report.

SECTION 4: PERFORMANCE INDICATORS AND QUALITY ASSURANCE DATA

This section provides a picture of ECA P/P's performance as captured by data indicators that are used to assess how well ECA P/P is performing on contract measures and within the larger program areas of safety, permanency and well-being. The information in the following graphs and tables represents performance as measured through information entered into the Florida Safe Families Network (FSFN) and performance ratings based on the Department's CQI case reviews. The performance measures outlined in this report are accessible through the Child Welfare Dashboard and include both federal and state measures used to evaluate the lead agencies on 12 key measures to determine how well they are meeting the most critical needs of at-risk children and families.

Federal regulations require Title IV-E agencies to monitor and conduct periodic evaluations of activities conducted under the Title IV-E program to ensure that children in foster care are provided quality services that protect the safety and health of such children (sections 471(a)(7) and 471(a) (22) of the Social Security Act). The Department of Children and Families has developed additional methods to evaluate the quality of the services provided by the lead agency using Rapid Safety Feedback (RSF) and Continuous Quality Improvement (CQI) reviews.

- Rapid Safety Feedback (RSF) assesses open in-home service cases. The RSF Tool focuses on safety and is used to review active cases that have specified high risk factors.
- CQI reviews are conducted on a random sample of cases that are both in home and out of home. The reviews are conducted by CBC staff and use the same review instrument as the Child and Family Services Review (CFSR).

In addition to the state developed quality assurance reviews, section 1123A of the Social Security Act requires the federal Department of Health and Human Services to periodically review state child and family services programs to ensure substantial conformity with the state plan requirements in Titles IV-B and IV-E of the Act. This review is known as the CFSR. After receiving the results of the CFSR review, States must enter a Program Improvement Plan (PIP) to address areas that the Children's Bureau determines require improvement (45 CFR 1355.34 and 1355.35).

- CFSR reviews are completed by CBC and DCF staff and consist of a case file review, interviewing case participants, and completing the on-line review instrument. In addition, these cases receive 2nd level reviews by the Office of Child Welfare and at times, 3rd level reviews by the Administration for Children and Families to ensure each case was accurately rated.

The results of the CFSR are considered baseline performance and the PIP goal is the level of improvement needed to avoid financial penalties. Therefore, the PIP goal may be lower than the overall federal and state expectation of 95%. The Department expects CBC agencies to strive toward 95% performance expectation on all CQI measures with focused activity around the federal PIP goals.

The quality ratings used throughout this report are based on the Department's CQI case reviews, including CQI/CFSR reviews and Rapid Safety Feedback reviews. The CFSR On Site Review Instrument and Instructions and the Rapid Safety Feedback Case Review Instrument are both available on the Center for Child Welfare website and provide details on how ratings are determined.

CONTRACT AND CBC SCORECARD MEASURES

During FY 2017/2018, ECA P/P has met or exceeded their established contract target, federal standards and statewide performance in nine of the 13 measures including:

- M01: Rate of abuse per 100,000 days in foster care
- M02: % of children who are not neglected or abused during in-home services
- M03: % of children who are not neglected or abused after receiving services
- M04: % of children under supervision who are seen every 30 days
- M06: % of children exiting to a permanent home within 12 months for those in care 12 to 23 months
- M09: % of children in out-of-home care who received medical service in the last 12 months
- M10: % of children in out-of-home care who received dental services within the last seven months

- M11: % of young adults in foster care at age 18 that have completed or are enrolled in secondary education
- Adoption Measure: Number of children with finalized adoptions

These measures were successfully met in FY 16/17. (See Table 5)

- M02: % of children who are not neglected or abused during in-home services
- M04: % of children under supervision who are seen every 30 days
- M05: % of children exiting to a permanent home within 12 months of entering care
- M06: % of children exiting to a permanent home within 12 months for those in care 12 to 23 months
- M09: % of children in out-of-home care who received medical service in the last 12 months
- M10: % of children in out-of-home care who received dental services within the last seven months
- M11: % of young adults in foster care at age 18 that have completed or are enrolled in secondary education
- M12: % of sibling groups where all siblings are placed together
- Adoption Measure: Number of children with finalized adoptions

In the remaining four measures, ECA P/P did not meet the established targets for FY 17/18. These measures are:

- M05: % of children exiting to a permanent home within 12 months of entering care
- M07: % of children who do not re-enter care w/in 12 months of moving to a permanent home
- M08: Placement moves per 1,000 days in foster care
- M12: % of sibling groups where all siblings are placed together

Performance Measures
Contract Targets Compared to Federal Standards and Statewide Performance

**CBC Scorecard**
Scorecard Measure Number	Performance Measure	CBC Contract Measure Targets	Federal National Standard (Performance of Other States)	Eckerd Pinellas/Pasco July 1, 2016-June 30, 2017	Eckerd Pinellas/Pasco July 1, 2017-June 30, 2018
1	Rate of abuse or neglect per day while in foster care	<8.5	<8.5	🔴 9.0	🟢 7.3
2	Percent of children who are not neglected or abused during in-home services	>95%		🟢 97.2%	🟢 97.0%
3	Percent of children who are not neglected or abused after receiving services	>95%		🔴 94.9%	🟢 95.0%
4	Percentage of children under supervision who are seen every thirty (30) days	>99.5%		🟢 99.9%	🟢 99.9%
5	Percent of children exiting foster care to a permanent home within twelve (12) months of entering care	>40.5%	>40.5% (12%-64%)	🟢 47.2%	🔴 38.5%
6	Percent of children exiting to a permanent home within 12 months for those in care 12 to 23 months	>44%	>43.6% (25%-66%)	🟢 53.4%	🟢 51.0%
7	Percent of children who do not re-enter foster care within twelve (12) months of moving to a permanent home	>91.7%	>91.7% (83%-98%)	🔴 88.1%	🔴 90.8%
8	Children's placement moves per 1,000 days in foster care	<4.12	<4.12 (2.7 - 9.8)	🔴 4.2	🔴 4.4
9	Percentage of children in out-of-home care who received medical service in the last twelve (12) months.	>95%		🟢 98.9%	🟢 98.8%
10	Percentage of children in out-of-home care who received dental services within the last seven (7) months.	>95%		🟢 96.8%	🟢 95.3%
11	Percentage of young adults in foster care at age 18 that have completed or are enrolled in secondary education	>80%		🟢 92.2%	🟢 84.7%
12	Percent of sibling groups where all siblings are placed together	>65%		🟢 66.2%	🔴 63.6%
	Number of children with finalized adoptions (DCF Dashboard run date 8/14/2018)	FY2016/2017: 288 FY2017/2018: 309		311.0	336.0

A green dot denotes performance is above the CBC Contract Measure Target; a red dot denotes performance is below the CBC Contract Measure Target.
Table 5: CBC Scorecard, Run date: Aug 14, 2018

CHILD SAFETY

The figures and tables on the follow pages depict ECA P/P's performance related to safety in the following areas:

1. Rate of Abuse in Foster Care
2. No maltreatment after Family Support Services
3. No maltreatment during in-home services
4. No maltreatment after receiving services
5. Children seen every 30 days
6. Qualitative Case Review

Overall, ECA P/P is performing well or trending positively on both scorecard and quality safety related measures.

RATE OF ABUSE IN FOSTER CARE

Rate of abuse or neglect per day while in foster care (Scorecard Measure M01): The graph below depicts the rate at which children are the victims of abuse or neglect while in foster care (per 100,000 bed days). This national data indicator measures whether the state child welfare agency ensures that children do not experience abuse or neglect while in the state's foster care system. It should be noted that this measure includes both licensed foster care and relative/non-relative placements.

ECA P/P's performance on this measure has improved overall in the past eight quarters, despite a slight decline in performance in mid FY17/18. In seven of the past eight quarters, ECA P/P exceeded the performance target and in all of the past eight quarters ECA P/P's performance on this measure exceeded the statewide performance. (See Fig. 2)

Additionally, quality reviews show that ECA P/P is consistently making concerted efforts to assess and address risk and safety concerns related to children in their own home or while in foster care. (See Table 7)

Figure 2. Source: CBC Scorecard, M01
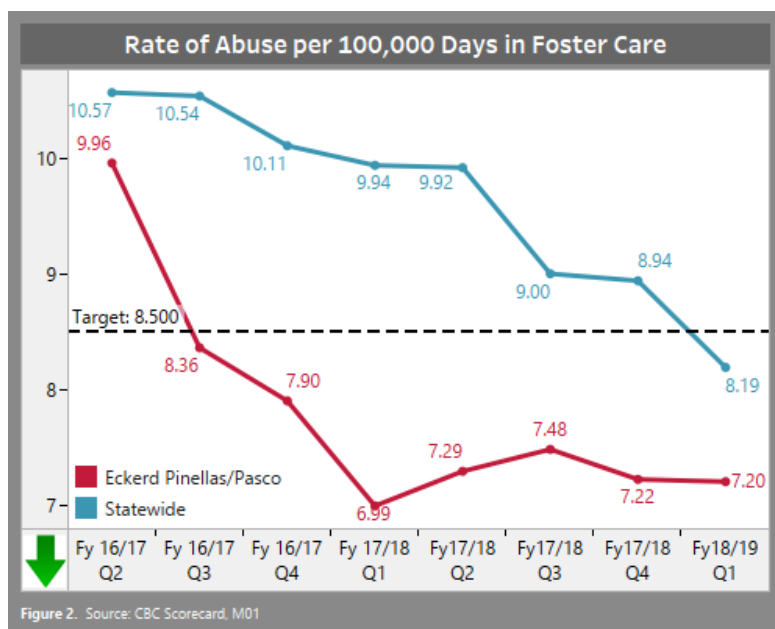
NO MALTREATMENT AFTER FAMILY SUPPORT SERVICES

Percent of children not abused or neglected within six months of termination of family support services. This graph depicts the percentage of children who did not have a verified maltreatment during the report period. This is a Florida indicator that measures the CBC's success in enhancing the protective factors in a family to ensure the children remain safe after family support services have ended.

Since FY 16/17 ECA P/P's performance has improved overall on this measure and in the most recent two reporting quarters, ECA P/P's performance exceeded the statewide performance. Rapid Safety Feedback (RSF) reviews show that quality visits are consistently being made between the case manager and children and between the case manager and parents. (See Tables 6 and 7)

Figure 3. Source: FSFN-Children with no verified maltreatment within six months of Termination of Family Support Services
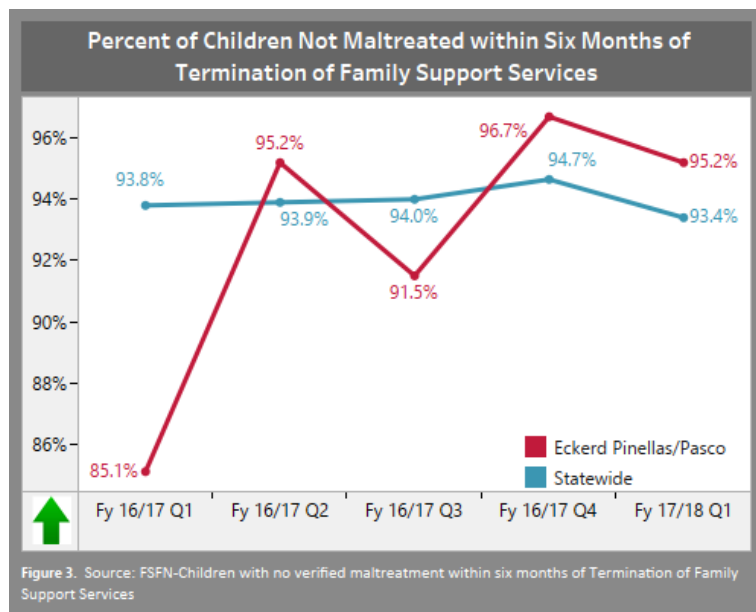
NO MALTREATMENT DURING IN-HOME SERVICES

Percent of children not abused or neglected while receiving in-home services (Scorecard Measure M02): This graph depicts the percentage of children who did not have a verified abuse or neglect maltreatment while receiving in-home services. This indicator measures whether the CBC was successful in preventing subsequent maltreatment of a child while a case is open and the CBC is providing in-home services to the family.

In the past eight quarters, ECA P/P has exceeded the performance target for this measure. Further, quality reviews show that ECA P/P is consistently completing sufficient family


Figure 4. Source: CBC Scorecard, M02
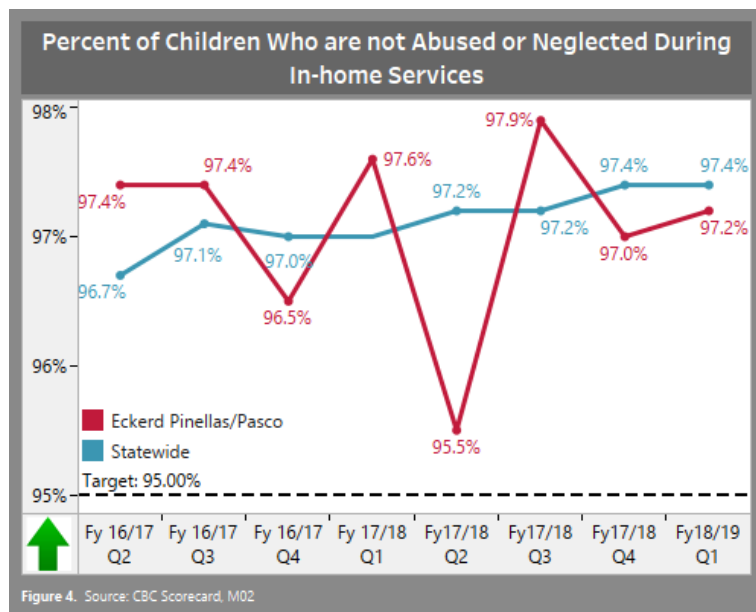
assessments and safety plans which control danger threats and reduce episodes of maltreatment during in-home services. (See Table 6)

NO MALTREATMENT AFTER RECEIVING SERVICES

Percent of children with no verified maltreatment within six months of termination of supervision (Scorecard Measure M03): This graph depicts the percent of children who were not the victims of

abuse or neglect in the six months immediately following termination of supervision.

With the exception of FY16/17 Q4 and FY17/18 Q1, ECA P/P exceeded the performance target in the past eight quarters.

Quality reviews show that ECA P/P case managers are promoting long term child safety by consistently conducting visits with children that are of sufficient frequency and quality to ensure child safety and evaluate progress towards case plan goals. (See Table 10)

Figure 5. Source: CBC Scorecard, M03
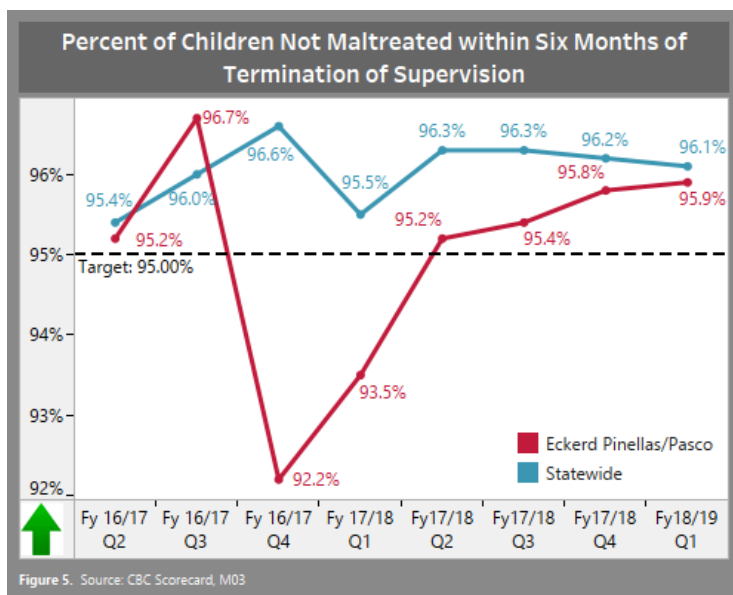
CHILDREN SEEN EVERY 30 DAYS

Children under supervision who are seen every thirty days (Scorecard Measure M04): This graph

depicts the rate at which children are seen every 30 days while in foster care or receiving in-home services during the report period.

ECA P/P has shown strong and consistent performance in ensuring children are seen every 30 days. In the past eight quarters, ECA P/P exceeded both the performance target and statewide performance in this measure. Quality reviews further support ECA P/P's focus on ensuring quality and frequent visits between case managers and children. (See Table 10)

Figure 6. Source: CBC Scorecard, M04
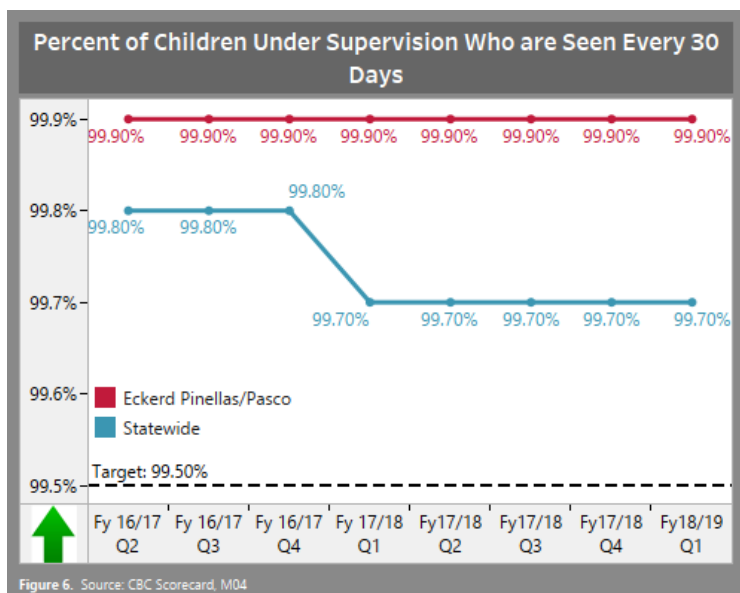
QA CASE REVIEW DATA

Tables 6 and 7 provide the current performance in items related to child safety that are based on qualitative case reviews. Rapid Safety Feedback (RSF) reviews show that from the period of July 1, 2017 through June 30, 2018, ECA P/P case managers were frequently completing sufficient assessments, completing quality visits to address issues pertaining to safety and evaluate progress towards case plan outcomes, and ensuring a sufficient safety plan is in place to control danger threats. However, during FY17/18, performance declined in RSF Items 1.1 and 2.1, with the most significant drop related to the sufficiency of the assessment.. (See Table 6)

Conversely, Florida CQI reviews show improvement during FY17/18 which shows that ECA P/P has made concerted efforts to provide

Rapid Safety Feedback - Safety			
Quality Assurance - Rapid Safety Feedback Item	Eckerd Pinellas Pasco FY 2016/2017 n=50	Eckerd Pinellas Pasco FY 2017/2018 n=35	Statewide RSF Performance n=793
RSF 1.1: Is the most recent family assessment sufficient?	82.0%	64.9%	52.4%
RSF 2.1: Is the quality of visits between the case manager and the child (ren) sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	78.0%	72.2%	60.1%
RSF 4.1: Is a sufficient Safety Plan in place to control danger threats to protect the child?	62.0%	64.9%	55.6%

Green font denotes performance above the Statewide RSF Average; red font denotes performance below the Statewide RSF Average.
Table 6. Source: QA Rapid Safety Feedback; Federal Online Monitoring System

services to families geared toward preventing children's entry into foster care or re-entry after reunification. With the exception of CQI Item 3 (concerted efforts to assess and address risk and safety concerns related to children in their own homes or while in foster care), ECA P/P's FY17/18 performance exceeds the statewide performance on safety related quality review items. (See Table 7)

CQI Safety							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals	Eckerd Pinellas Pasco FY 2016/2017 n=74	Eckerd Pinellas Pasco FY 2017/2018 n=60	Percent Improvement	Statewide CQI/QA Performance FY 2017/2018 n=1,081	2016 Statewide Federal Child & Family Service Review 4/1/16-9/30/16 n=80	Federal and State Expectation	Federal Program Improvement Plan (PIP) Goal
CQI Item 2: Did the agency make concerted efforts to provide services to the family to prevent children's entry into foster care or re-entry after reunification?	90.3%	93.3%	3.0%	90.9%	76.5%	95.0%	
CQI Item 3: Did the agency make concerted efforts to assess and address the risk and safety concerns relating to the child (ren) in their own homes or while in foster care?	73.0%	● 81.6%	8.6%	89.8%	71.3%	95.0%	77.7%

A green dot denotes performance is above the federal PIP goal; a red dot denotes performance is below the federal PIP goal.
Table 7. Source: QA Rapid Safety Feedback; Federal Online Monitoring System

The graphs and tables on the follow pages depict ECA P/P's performance related to permanency in the following areas:

1. Permanency in 12 months
2. Permanency in 12-23 months
3. Permanency after 24 months
4. Placement stability
5. Percent not re-entering care
6. Siblings placed together
7. Qualitative case review results

Overall, several permanency related measures represent areas where focus and attention would yield improved performance. Achieving permanency within 12 months, ensuring children do not re-enter care and reducing placement moves and increasing shared sibling placements are areas needing focus and attention.

PERMANENCY IN 12 MONTHS

Percent of children exiting foster care to a permanent home within 12 months of entering care (Scorecard Measure M05): This graph depicts the percentage of children who entered foster care

during the report period where the child achieved permanency within 12 months of entering foster care.

ECA P/P's performance in this measure trended negatively overall in the past eight quarters, however in the first quarter of FY18/19, ECA P/P exceeded both the performance target and the statewide performance.

Quality reviews indicate that the frequency and quality of case worker visits with mothers and fathers were frequently insufficient to ensure safety, permanency and well-being of the children and promote achievement of case goals. (See Table 10)


Figure 7. Source: CBC Scorecard, M05
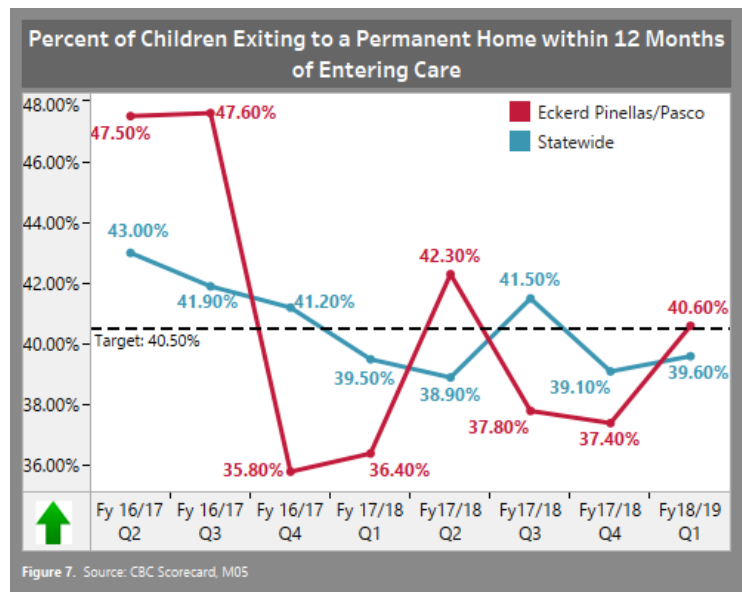
PERMANENCY IN 12 – 23 MONTHS

Percent of children exiting foster care to a permanent home in 12 months for children in foster care 12 to 23 months (Scorecard Measure M06): This graph provides the percentage of children in foster care whose length of stay is between 12 and 23 months as of the beginning of the report period who achieved permanency within 12 months of the beginning of the report period.

ECA P/P exceeded the performance target in all of the past eight quarters, however performance is trending negatively and is below the statewide performance.

As mentioned above, quality reviews indicate a need to strengthen the quality and frequency of visits between case workers and parents to promote case goal attainment. (See Table 10)

Figure 8. Source: CBC Scorecard, M06
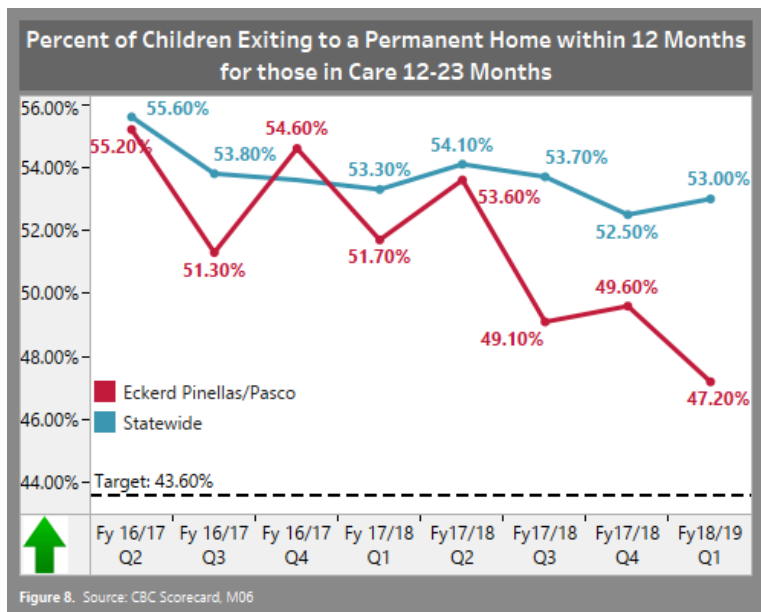
PERMANENCY AFTER 24 MONTHS

Percent of children in foster care for 24 or more months exiting to a permanent home: This graph depicts the percentage of children who were in foster care for 24 or more months and achieved permanency upon exiting foster care.

ECA P/P has shown an overall positive trend in performance on this measure showing a focus on achieving permanency for children who have been in care more than 24 months. ECA P/P has exceeded the statewide performance in all the past five measured quarters.

Figure 9. Source: FSFN
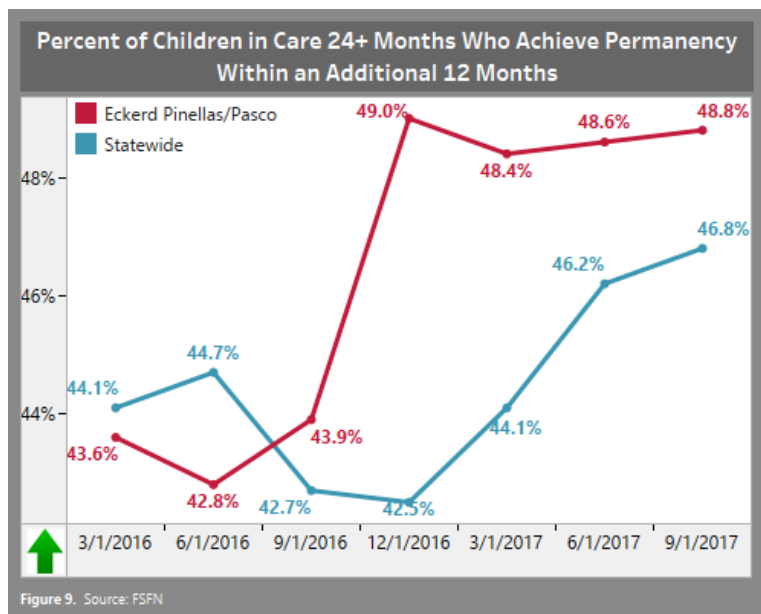
PERCENT NOT RE-ENTERING INTO CARE

Percent of children who do not re-enter foster care within 12 months of moving to a permanent home (Scorecard Measure M07): This graph depicts the percentage of exits from foster care to

permanency for a cohort of children who entered foster care during the report period and exited within 12 months of entering and subsequently do not re-enter foster care within 12 months of their permanency date.

ECA P/P has struggled to meet the performance target on this measure, meeting it only once in the past eight quarters. Also, quality reviews indicate that ECA P/P did not meet the FY17/18 State or Federal performance expectation in making concerted efforts to provide services that prevent children's reentry into care or after reunification. (See Table 9)

Figure 10. Source: CBC Scorecard, M07
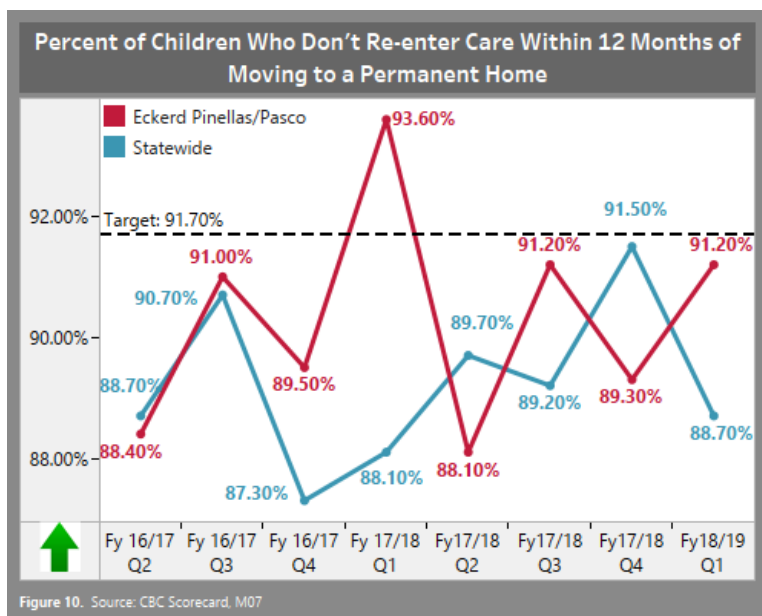
PLACEMENT STABILITY

Placement moves per one-thousand days in foster care (Scorecard Measure M08): This graph depicts

the rate at which children change placements while in foster care during the report period.

ECA P/P's performance on this measure has trended negatively in the past several quarters and has not met the performance target since FY 16/17 Q2. However, of the quality reviews conducted in FY 17/18, scoring indicates that placement moves made by ECA P/P were in the best interest of the child(ren) and consistent with meeting the child(ren)'s permanency goal(s). (See Table 9)

Figure 11. Source: CBC Scorecard, M08
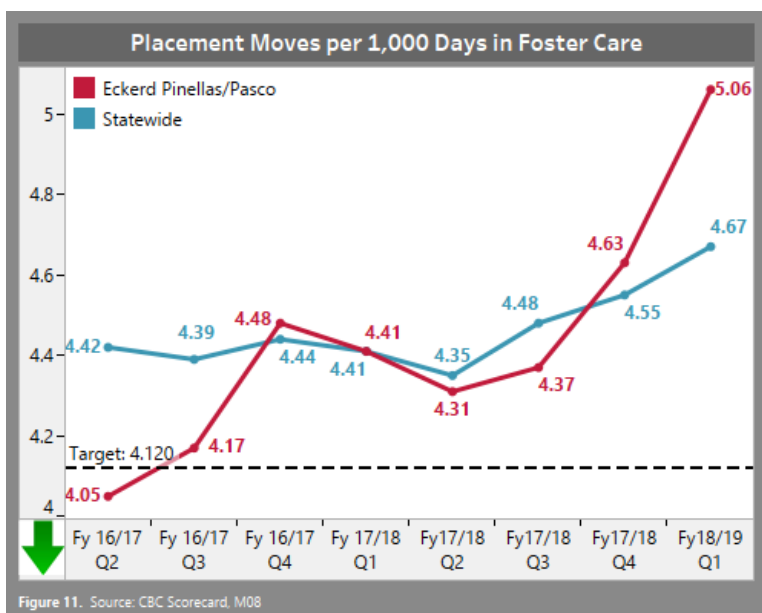
SIBLINGS PLACED TOGETHER

Percent of sibling groups where all siblings are placed together (Scorecard Measure M12): This graph depicts the percentage of sibling groups with two or more children in foster care as of the end of the report period where all siblings are placed together.

ECA P/P's performance on keeping siblings together has declined in recent quarters and only met the statewide performance target in three of the past eight quarters.

Figure 12. Source: CBC Scorecard, M12
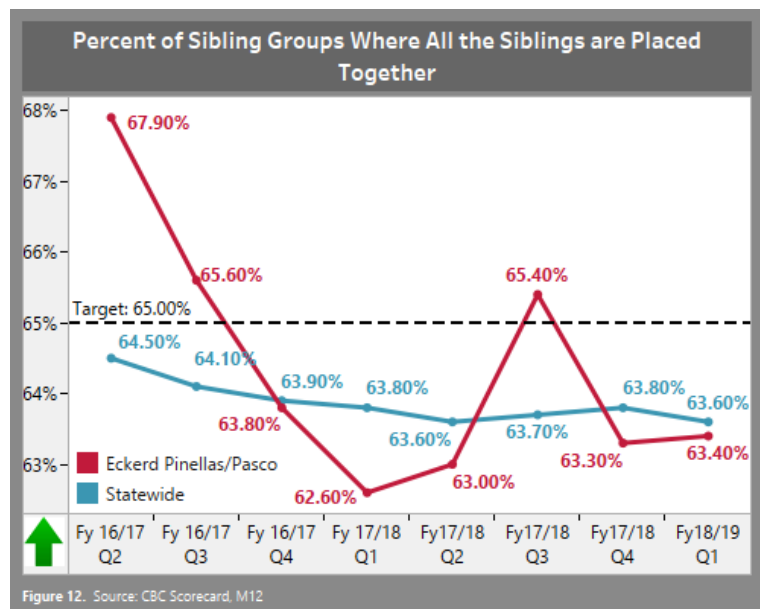
QA CASE REVIEW DATA

The table below provides the current performance in items related to permanency that are based on qualitative case reviews. Quality reviews show that despite a drop from last fiscal year's performance, ECA P/P is performing above the statewide performance on all RSF permanency related items and all but one (CQI Item 10) CQI permanency related measures.

Rapid Safety Feedback - Permanency			
Quality Assurance - Rapid Safety Feedback Item	Eckerd Pinellas Pasco FY 2016/2017 n=50	Eckerd Pinellas Pasco FY 2017/2018 n=35	Statewide RSF Performance n=793
RSF 2.1 Is the quality of visits between the case manager and the child(ren) sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	78.0%	72.2%	60.1%
RSF 2.3 Is the quality of visits between the case manager and the child's mother sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	83.7%	76.5%	66.3%
RSF 2.5 Is the quality of visits between the case manager and the child's father sufficient to address issues pertaining to safety and evaluate progress towards case plan outcomes?	86.0%	73.1%	52.6%

Green font denotes performance above the Statewide RSF Average; red font denotes performance below the Statewide RSF Average.
Table 8. Source: QA Rapid Safety Feedback; Federal Online Monitoring System

CQI Permanency							
Quality Assurance - Florida CQI Item Assessment Based on Case Reviews by Child Welfare Professionals	Eckerd Pinellas Pasco FY 2016/2017 n=74	Eckerd Pinellas Pasco FY 2017/2018 n=60	Percent Improvement	Statewide CQI/QA Performance FY 2017/2018 n=1,081	2016 Statewide Federal Child & Family Service Review 4/1/ 16-9/30/16 n=80	Federal and State Expectation	Federal Program Improvement Plan (PIP) Goal
CQI Item 4: Is the child in foster care in a stable placement and were any changes in the child's placement in the best interest of the child and consistent with achieving the child's permanency goal(s)?	77.8%	●89.7%	11.9%	81.6%	82.0%	95.0%	88.5%
CQI Item 5: Did the agency establish appropriate permanency goals for the child in a timely manner?	88.9%	87.1%	-1.8%	83.0%	81.8%	95.0%	
CQI Item 6: Did the agency make concerted efforts to achieve reunification, guardianship, adoption, or other planned permanent living arrangements for the child?	93.3%	●82.0%	-11.3%	72.5%	74.5%	95.0%	75.4%
CQI Item 7: Did the agency make concerted efforts to ensure that siblings in foster care are placed together unless separation was necessary to meet the needs of one of the siblings?	80.7%	88.0%	7.4%	83.8%	67.3%	95.0%	
CQI Item 8: Did the agency make concerted efforts to ensure that visitation between a child in foster care and his or her mother, father and siblings was of sufficient frequency and quality to promote continuity in the child's relationships and with these close family members?	86.1%	78.1%	-8.0%	62.9%	69.0%	95.0%	
CQI Item 9: Did the agency make concerted efforts to preserve the child's connections to his or her neighborhood, community faith, extended family, Tribe, school and friends?	84.1%	87.1%	3.0%	75.1%	82.0%	95.0%	
CQI Item 10: Did the agency make concerted efforts to place the child with relative when appropriate?	81.4%	72.9%	-8.5%	80.9%	72.0%	95.0%	
CQI Item 11: Did the agency make concerted efforts to promote, support and/or maintain positive relationships between the child in foster care and his or her mother and father or other primary caregivers from whom the child had been removed through activities other than just arranging visitation?	79.0%	65.5%	-13.5%	54.6%	60.0%	95.0%	

A green dot denotes performance is above the federal PIP goal; a red dot denotes performance is below the federal PIP goal. Green font in the "Percent Improvement" column denotes positive improvement; red font denotes a negative change. Sample includes PIP reviewed cases.
Table 9. Source: QA Rapid Safety Feedback; Federal Online Monitoring System

WELL-BEING

The graphs and tables on the follow pages depict ECA P/P's performance related to well-being in the following areas:

1. Children receiving medical care
2. Children receiving dental care
3. Young adults enrolled in secondary education
4. Qualitative case reviews

Overall, ECA P/P is performing positively on factors related to child well-being. ECA P/P is ensuring children's medical, dental and educational needs are met.

CHILDREN RECEIVING MEDICAL CARE

Percent of children in foster care who received medical care in the previous 12 months (Scorecard Measure M09):

This graph depicts the percentage of children in foster care as of the end of the report period who have received a medical service in the last 12 months.

ECA P/P has shown strong performance in this area, exceeded both the performance target and statewide performance in all of the past eight quarters. Quality reviews also show strong performance in addressing the physical needs of children. (See Table 10)
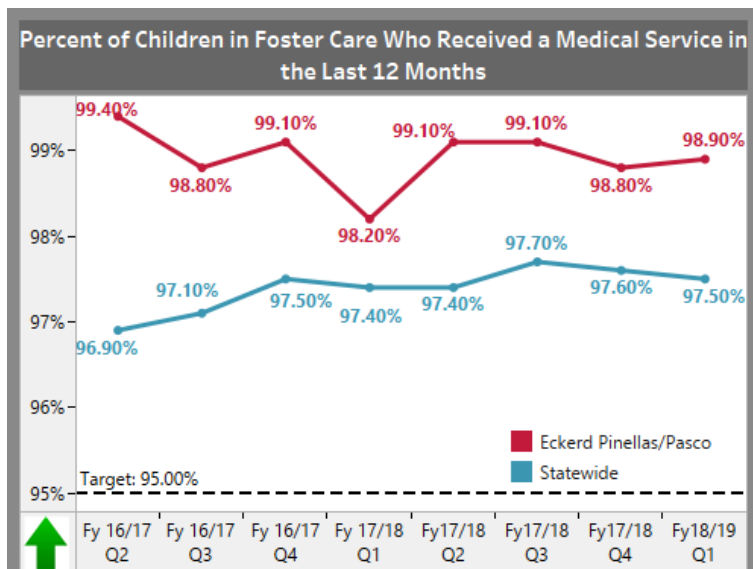

Figure 13. Source: CBC Scorecard, M09

CHILDREN RECEIVING DENTAL CARE

Percent of children in foster care who received a dental service in the last seven months (Scorecard Measure M10): This graph depicts the percentage of children in foster care as of the end of the report period who have received a dental service in the last seven months.

ECA P/P performs well in ensuring children in foster care receive dental services. ECA P/P exceeded the performance target in six of the past eight quarters and in all eight quarters, ECA P/P's performance exceeded the statewide performance. Quality reviews also show strong performance in addressing the dental needs of children in care. (See Table 10)
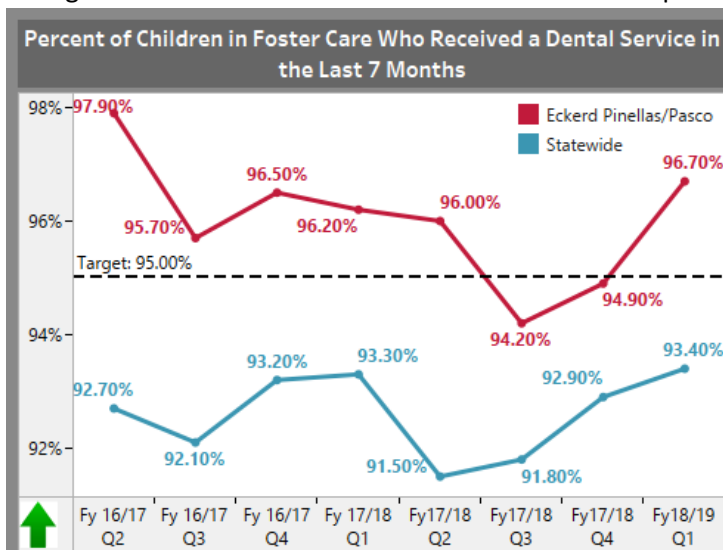

Figure 14. Source: CBC Scorecard, M10

YOUNG ADULTS ENROLLED IN SECONDARY EDUCATION

Percentage of young adults who have aged out of foster care at age 18 and completed or are enrolled in secondary education, vocational training, or adult education (Scorecard Measure M11): This graph

depicts the percentage of young adults who aged out of foster care who had either completed or were enrolled in secondary education, vocational training, or adult education as of their eighteenth birthday.

ECA P/P has consistently exceeded the performance target for ensuring young adults complete or are enrolled in secondary education, vocational or adult education. In FY16/17 and early FY1718, a decline in performance was seen however, performance began trending positively in mid FY17/18. Quality reviews show that ECA P/P's performance in making concerted efforts to assess children's educational needs declined from FY16/17 to FY17/18.

Figure 15. Source: CBC Scorecard, M11
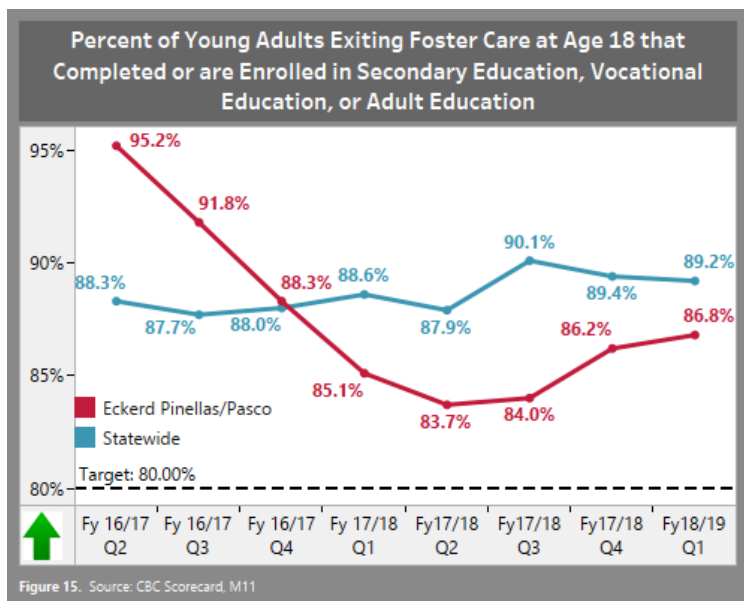
QA CASE REVIEW DATA

The table on the following page provides ECA P/P's performance in measures related to child well-being based on CQI case reviews. ECA P/P's performance exceeds the Federal Program Improvement Plan (PIP) Goal on CQI review items pertaining to child well-being. On all but three well-being measures, ECA P/P's performance exceeds the average statewide performance, however all but one CQI Well-Being measure declined from FY16/17 to FY17/18. (See Table 10).

CQI Well-Being							
Quality Assurance - Florida CQI Item Assessement Based on Case Reviews by Child Welfare Professionals	Eckerd Pinellas Pasco FY 2016/2017 n=74	Eckerd Pinellas Pasco FY 2017/2018 n=60	Percent Improvement	Statewide CQI/QA Performance FY 2017/2018 n=1,081	2016 Statewide Federal Child & Family Service Review 4/1/16-9/30/16 n=80	Federal and State Expectation	Federal Program Improvement Plan (PIP) Goal
CQI Item 12A: Did the agency make concerted efforts to assess the needs of and provide services to children to identify the services necessary to achieve case goals and adequately address the issues relevant to the agency's involvement with the family?	85.1%	● 83.3%	-1.8%	86.4%	51.3%	95.0%	58.4%
CQI Item 12B Did the agency make concerted efforts to assess the needs of and provide services to parents to identify the services necessary to achiever case goals and adequately address the issues relevant to the agency's involvement with the family?	75.7%	● 64.8%	-10.9%	64.0%	51.3%	95.0%	58.4%
CQI Item 12C Did the agency make concerted efforts to assess the needs of and provide services to foster parents to identify the services necessary to achiever case goals and adequately address the issues relevant to the agency's involvement with the family?	83.7%	● 89.4%	5.7%	88.3%	51.3%	95.0%	58.4%
CQI Item 13 Did the agency make concerted efforts to involve the parents and children (if developmentally appropriate) in the case planning process on an ongoing basis?	79.2%	● 76.7%	-2.5%	60.5%	63.6%	95.0%	70.7%
CQI Item 14: Were the frequency and quality of visits between caseworkers and the child (ren) sufficient to ensure the safety, permanency and well-being of the child(ren) and promote achievement of case goals?	85.1%	● 81.6%	-3.5%	62.5%	72.5%	95.0%	78.9%
CQI Item 15 Were the frequency and quality of the visits between the case workers and mothers and fathers sufficient to ensure the safety, permanency and well-being of the children and promote achievement of the case goals?	55.7%	44.4%	-11.3%	38.7%	43.5%	95.0%	
CQI Item 16: Did the agency make concerted efforts to assess children's educational needs and appropriately address identified needs in case planning and case management activities?	82.2%	78.5%	-3.7%	80.3%	92.0%	95.0%	
CQI Item 17: Did the agency address the physical health needs of children, including dental needs?	86.0%	80.8%	-5.2%	76.8%	85.0%	95.0%	
CQI Item 18: Did the agency address the mental/behavioral health needs of children?	80.0%	67.7%	-12.3%	69.3%	72.0%	95.0%	

A green dot denotes performance is above the federal PIP goal; a red dot denotes performance is below the federal PIP goal. Green font in the "Percent Improvement" column denotes positive improvement; red font denotes a negative change. Sample includes PIP reviewed cases.
Table 10. Source: QA Rapid Safety Feedback; Federal Online Monitoring System

This category focuses on available placement resources by reviewing data related to family foster home recruitment, group home placements and relative and non-relative placements.

Family Foster Home Recruitment

While a higher percentage of children are kept in the SunCoast Region, ECA P/P places a higher percentage of children out of county and out of circuit than statewide performance. Almost half of the children placed in out of home care are placed outside of their home county; with a quarter of the children placed outside of their circuit.

According to the Department's Child Welfare Dashboard, as of October 31, 2018, ECA P/P had a total of 777 capacity licensed foster care beds and were at 88% capacity. There were 106 licensed therapeutic beds which was at 12% capacity.

Figure 17. Source: FSFN OCWDRU Report #1192
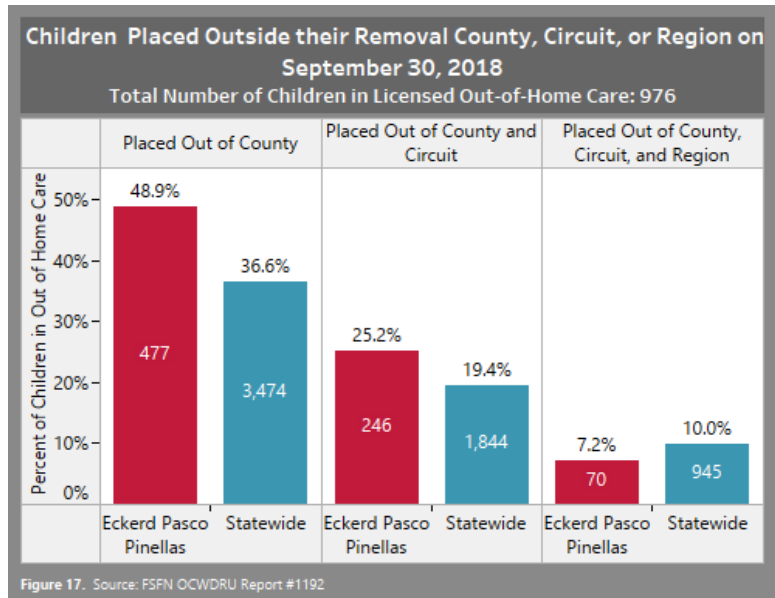
Group Home Care

ECA P/P places a higher percentage of children of all ages in group care than the statewide performance. (See Figure 16) This is an area that ECA P/P has been working to address. ECA P/P's Financial Viability Plan includes a plan to reduce the number of youth placed in residential group care; however, continued efforts are needed as a net increase of 19 children were placed in residential group care as of September 30, 2018. ECA P/P has itemized tasks to work toward a reduction in the number of children in residential group care. Some of the tasks include: weekly calls to address placement options for children placed in residential group

Figure 18. Source: FSFN OCWDRU Report #1005
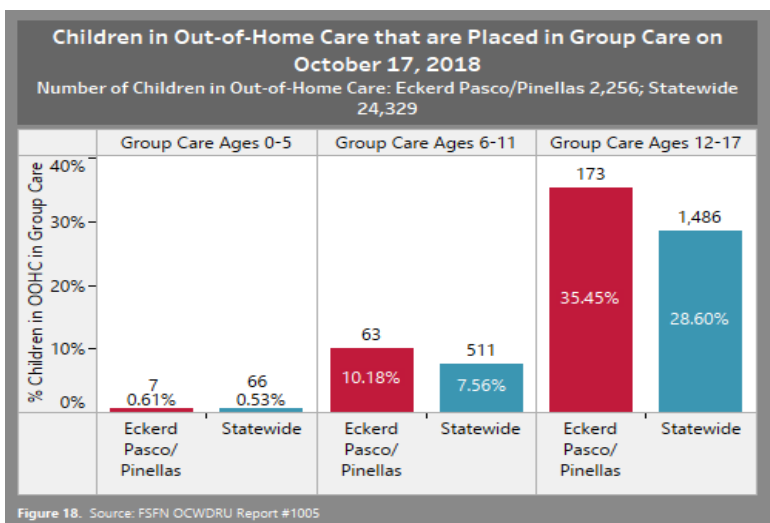
care and analyzing daily costs and negotiated rates for residential group care providers in accordance with budgetary limitations.

Relative/Non-Relative Caregiver Supports

ECA P/P's Financial Viability Plan includes a goal of increasing relative and non-relative placements with

a detailed and feasible plan to accomplish this task. For example, planned activities include weekly calls to discuss current residential group care population, a requirement of the CMOs to submit weekly out-of-home care exit projections and discussing potential relative or non-relative caregivers with age appropriate youth.

The Office of Child Welfare Relative/Nonrelative Placement Report shows that the percentage of children placed in relative/nonrelative care by the CBC has remained relatively unchanged, despite the efforts mentioned above. In July 2017, 54.7% of children were placed

Fig 19. Source: OCW Children in Out of Home Care Dashboard

in relative/nonrelative care by the CBC. In January 2019, 53.5% of children were placed by the CBC in relative/nonrelative placements.
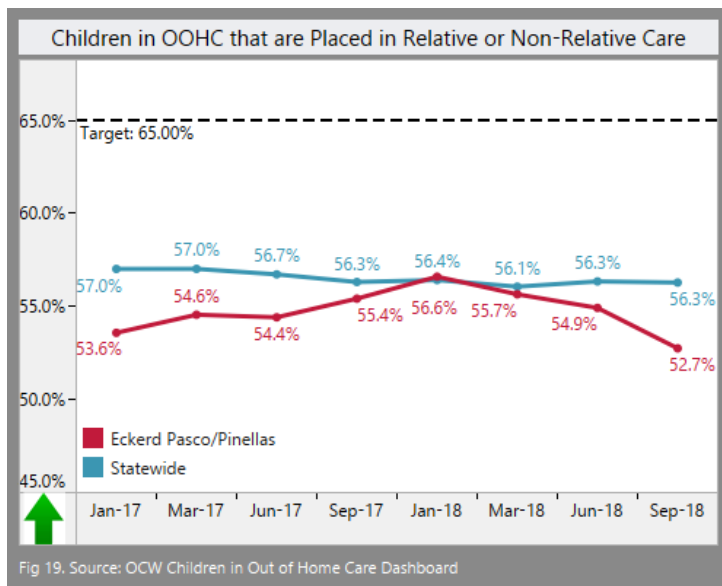
SECTION 6: ACTIONS TAKEN IN RESPONSE TO PREVIOUS MONITORING ACTIVITIES

The CBC Monitoring Team completed an on-site monitoring in FY 17/18. The following is a summary of the findings and any actions taken by ECA P/P to improve. The full FY17/18 ECA PP On-Site monitoring report is available for reference.

Areas Needing Action Identified in Previous Report

1) **Rate of abuse or neglect per 100,000 days in foster care (M01)**
   a) This finding was not included on a formal corrective action plan, performance improvement plan, local action plan, any other improvement plans or initiatives developed by the Region or CBC.
   b) *Improved Performance* – At the time of review to determine the necessity for a formal corrective action plan, an overall improvement in performance was noted. Beginning in FY16-17 Q3, ECA P/P has met and maintained improvement. This improvement has continued through the most recent quarter (FY18/19 Q1), in which ECA P/P has exceeded the performance target. ECA P/P's current performance is 6.66, compared to a statewide performance of 8.65, and a federal target of 8.5 or lower.

c) *Summary of Actions Taken:* The SunCoast Region and ECA P/P engage in ongoing communication regarding performance to identify and mitigate barriers to and drive action items required to address performance measures.

2) **Percent of children who are not neglected or abused after receiving services (M03)**
   a) This finding was not included on a formal corrective action plan, performance improvement plan, local action plan, any other improvement plans or initiatives developed by the Region or CBC.
   b) *Improved Performance* - At the time of review to determine the necessity for a formal corrective action plan, an overall improvement in performance was noted. Performance has shown an overall improvement beginning in FY17-18 Q2 and has maintained improvement. As of FY18-19 Q1, performance is 96.68%, compared to a federal target of 95% or greater.
   c) *Summary of Actions Taken:* The SunCoast Region and ECA P/P engage in ongoing communication regarding performance to identify and mitigate barriers to and drive action items required to address performance measures.

3) **Percent of children who do not re-enter foster care within 12 months of moving to a permanent home (M07)**
   a) This finding was addressed through informal improvement actions taken locally.
   b) *No Change in Performance* - The current performance is 0.5% from meeting standard. Performance has trended in the right direction over the past 12 months.
   c) *Summary of Actions Taken:* Training was provided to case management staff which focused on safety planning and re-abuse. Additionally, quarterly permanency round-tables are held, which involves a twelve-month review of all cases involving children re-entering care to identify trends and determine countermeasures. Areas of focus for the System of Care include:
      i) An evaluation and plan to maintain and strengthen case plan sufficiency;
      ii) An evaluation of more gradual transition timeframes and parent reunification readiness; and
      iii) An evaluation of effectiveness of service provision.
         The Region will continue to monitor performance monthly.

4) **Workforce- Focus is needed on a collaborative recruitment and retention approach for frontline staff, that takes current systemic challenges into consideration; including the impact of transporting on case manager retention, the use of actual instead of averaged caseload reports to portray a true picture of the capacity, review the practice of case manager seniors including their case load size, incentives available to them, and their intended duties.**
   a) This finding was included on a CBC Performance Improvement Plan/Strategic Plan and is included in the local improvement plan 'Path Forward.'
   b) *No Change in Performance -*

c) *Summary of Actions Taken:* Enhanced collaboration with the University of South Florida is anticipated to yield opportunities for a greater local applicant pool. A program, anticipated to start in the fall semester of 2019, will provide an internship experience that will also allow social work graduates to become certified child welfare professionals before graduation. Pre-services classes begin monthly to ensure ongoing training is readily available to new hires. Additionally, ECA P/P Human Resource Department meets regularly with Case Management Organizations Human Resource Departments to discuss hiring practices and identified trends. ECA P/P meets regularly with Case Management Organizations to identity systemic issues that are impacting turnover and strategies to boost staff morale. Eckerd Connects has added transportation FTE's to the Lead Agency as requested by the Case Management Organizations. These positions are currently providing some relief to case managers currently. Actual caseloads of case managers are reviewed weekly and are reviewed when reviewing system capacity weekly. A System Capacity report is generated weekly that details how many case manager positions are filled, how many case manager positions are filled and case carrying, how many case manager positions are in training and how many case managers are awaiting training. The System Capacity Report also identifies case managers that that have more than 25 children and the case managers assigned more than 30 children. Senior Case Manager positions are within the sub contracted Case Management Organizations and the agencies decide their caseloads, incentives available to them and their intended duties. As of 12/31/2018, over the past 12 months, the turnover rate for case managers is 83% and supervisors is 58%. The Region has included a review of case-load size in monthly meetings. As of 1/15/2018, 34.3% of Case Managers have caseloads of 25 or over.

5) **Placement Practices – Contract QJ511, Standard Contract 5. Specifies that ECA P/P must be aware of and comply with all state and federal laws, rules, and regulations, without exception. Information obtained during the monitoring indicated that for a few of the placements there were listed preferences based on race in a manner that appeared as though they were exclusionary. For example, it would be noted that they would prefer Caucasian or African American children only which is in violation of the Multiethnic Placement Act of 1994, 42 U.S.C.A. §671(a)(18), and Florida Administrative Code 65C-28.004. Technical assistance was provided by DCF General Counsel and Office of Child Welfare on documentation and exploration of preferences and ECA P/P has provided updated clarification about foster parent preferences and will amend internal policies to reflect the guidance provided.**
   a) This finding was addressed through informal improvement actions taken locally.
   b) *Summary of Actions Taken:* Technical assistance was provided by DCF General Counsel and Office of Child Welfare on documentation and exploration of preferences and ECA P/P has provided updated clarification about foster parent preferences and amended internal policies to reflect the guidance provided. Internal policies were reviewed by Regional Licensing and Contracts. Approvals and feedback were provided on 10/4/18. The CBC has indicated, with

regard to the placement of children, that when placing a child, the Placement Specialist reads the profile of the child to the foster family to address any special needs or behaviors. No race is disclosed while reviewing the profile information of the child. During initial home studies on prospective foster families, the Licensing Specialist begins the home study process with the foster family they discuss what overall profile of a youth they would want to foster (typically an age range and behavioral/therapeutic needs are discussed). At this time if the family states a specified race in their profile description of the child the Licensing Specialist will address with the family the reasons for specifying race. It will be documented in the home study as to the detailed conversation surrounding this. The Licensing Specialist will then discuss the home to ensure all quality standards of licensing are being met. This item is also addressed in Regional Licensing audits. The next Regional Licensing Audit is anticipated to take place in March of 2019. The Region has also instituted a Region-wide placement workgroup to address placement resource needs and ECA P/P has been an active participant.

Opportunities for Improvement Identified in Previous Report

1) **Leadership – Continue ongoing efforts to enhance communication strategies and strengthen mechanisms for information sharing, exploring all suggestions prior to decision making when it affects the whole system of care.**
    a. Finding is being addressed through the local improvement plan 'Path Forward' and informally through the Financial Viability Plan.
    b. *Summary of Actions Taken:* ECA P/P engaged Community Stakeholders in the development of the Lead Agency budget this fiscal year by hosting a Community Forum. Eckerd Connects also hosted a System of Care meeting to discuss strengths of the system of care and to identify opportunities for improvement. Eckerd Connects also included the CMO's in the development of the Risk Pool Application. Eckerd Connects has met with the judiciary in partnership with CMO's to address the demand of court ordered visits on case managers. Eckerd Connects partnered with the CMO's to address systemic issues during Pinellas/Pasco Community Alliance meetings, Dependency Court Improvement Meetings and Brown Bag meetings. Eckerd Connects requests agenda items form CMO Program Directors for all upcoming meetings. Eckerd Connects hosts a Data Call twice per month and the CMO's, Guardian Ad Litem, CPI's and State Attorney Office are requested to provide specific topics for the call. CMO's are asked specifically to develop proposals in regard to system changes that are required upon release of updated or new CFOP, Administrative Code or Statute. The proposals are reviewed by Eckerd Connects leadership and feedback is provided to the CMO's prior to implementation. Eckerd Connects and the CMO's revitalized an 'All Management' meeting that consists of front-line supervisors and some staff from Eckerd Connects. The purpose of the meeting was to reengage stakeholders and to develop leadership skills. The group is tasked with developing priority

of efforts for the year and to review internal procedures that can be reduced to better support case managers and their workload.

2) **Leadership - The ECA P/P Board of Directors is not representative of the community stakeholders as a whole, expanding it to include a wider representation of the community, including foster parents, youth, hospitals, and other community organizations would yield further guidance, oversight, and insight into the community.**
   a. This finding was addressed through informal improvements actions taken at the local level.
   b. *Summary of Actions Taken:* The ECA Pinellas/Pasco Board has been exploring various governance models to establish a structure that will support more community representation and engagement. After consulting with DCF, Eckerd has conducted a review of governance models in operation with other lead agencies (Camelot-Children's Network of SW Florida, Devereux – Heartland for Children/Connected Communities for Kids, Lakeview Center-Families First network). The Board of Directors is still in the process of evaluating structural change to create separate 501(c)3 entities with independent community-based boards for each circuit and will finalize a decision and play by the end of the fiscal year (ending 6/30/19). In the interim, each circuit board is recruiting three new community members. It has been reported that two new members for each circuit were added in January 2019 with plans to continue to recruit for the remaining positions. Additionally, board meetings are now recorded live on Facebook to add increased transparency and garner increased community engagement.

3) **Formalize a leadership development plan or specific training for leadership development skills. A continuation of developing supervisors in the use of supervisory styles such as consultative and reflective supervision and guidance is warranted, with many supervisors averaging one year in their positions.**
   a. This finding was included on a CBC Performance Improvement Plan/Strategic Plan and is included in the local improvement plan 'Path Forward.'
   b. *Summary of Actions Taken:* Eckerd Connects Quality Assurance Department and the University of South Florida Training Consortium are developing a training to provide supervisors with tools that they can use to develop their leadership skills and develop the daily skills they would need to be a productive supervisor. The supervisors will be provided a tool that they can use daily to help them stay on top of certain data points. Additionally, a consultant provided by DCF is currently assisting C13 and C6 in this measure.

4) **Continuous Quality Improvement – The amount of data available is exceptional but it is not being shared with staff in a meaningful way. Further develop the use of data with the CMOs**

and frontline staff, including how it can be used to inform day-to-day work and enhancing data sharing between QM and training.

   a. This finding was addressed through informal improvement actions taken locally and is included in the local improvement plan 'Path Forward.'

   b. *Summary of Actions Taken:* ECA P/P now provides the weekly Data Packet and Weekly DCF Scorecard Performance Report to all Case Management Organization staff for distribution. Eckerd Connects has indicated they will continue to reinforce how data can be used through reminders to case managers that all performance data is located on their Mindshare Dashboard and can be obtained daily. Eckerd Connects will offer trainings on the algorithms that are used to determine performance for DCF Contract Measures and DCF Scorecard Measures.

5) **Placement Resources and Process - Continue ongoing efforts of collaboration to ensure Child Placement Agreements are developed consistently at the time of initial placement according to 65C-28.004(9) and (10), F.A.C. and to CFOP 170-11.**

   a. This finding was included on a CBC Performance Improvement Plan/Strategic Plan.

   b. *Summary of Actions Taken:* ECA P/P has brought to the attention of DCF the refusal of both the Pinellas and Pasco County Sheriff's Departments to complete Child Placing Agreements upon placement of children in foster homes and group homes. Eckerd Connects has held several meetings with both entities to resolve the issue however resolution has not been reached. Eckerd Connects has developed a workaround that includes Case Management Organizations completing the Child Placing Agreements upon Case Transfer Staffing and notifying the foster parent of the child's history prior to placement. Additionally, a Regional Green Belt project is underway to address relative and non-relative placements and associated tasks, including completion of the Child Placing Agreement.

6) **Placement Resources and Process - Review and address the process by which the foster parents receive initial and ongoing information about the child(ren) in their care.**

   a. This finding was addressed through informal improvement actions taken locally and is included in the local improvement plan 'Path Forward.'

   b. *Summary of Actions Taken:* Eckerd Connects Placement Department gathers necessary intake information from Case Management and/or CPI so that a thorough discussion can be had with the potential placement regarding a youth's history and needs. A documented intake is completed in COBRIS and presented to the Foster Parent/Group Care Provider. This information is saved and can be accessed by Licensing for further review if necessary. If placement concerns arise a stability staffing will occur to gather further information on the case for the Foster Parent and all partnering entities to be on the same page with any potential needs of the child. Recently, satisfaction surveys were

distributed to foster parents and improvement in this area was noted from previous survey results. Additionally, 'Day After' calls are now made to licensed caregivers to address needs and answer any questions the caregiver may have. In order to further improve the process for obtaining and incorporating Caregiver Input into current practice, a 'Path Forward' plan is under development that will specify goals and milestones for success.

7) **Conduct analysis of the following performance measure to determine potential root causes and develop countermeasures to positively impact performance - Placement moves per one-thousand (1,000) days in foster care – ECA P/P has met the target in one of the last five quarters, trending negatively. Quality case reviews show that improved efforts are needed to ensure placements are stable and any moves are necessary and in the best interest of the child. ECA P/P's current performance is below the statewide performance, the PIP goal and the federal and state expectations.**
   a. This finding was included on a CBC Performance Improvement Plan/Strategic Plan.
   b. *Performance Declined -* ECA P/P has not met the target the past seven quarters and is trending negatively. Quality case reviews show that improved efforts are needed to ensure placements are stable and any moves are necessary and in the best interest of the child. ECA P/P's current performance is below the statewide.
   c. *Summary of Actions Taken:* Stability Staffing's are held for any youth that have multiple placement moves to discuss with all pertinent parties the youths behavioral/mental health needs and any barriers regarding placement. Additionally, meetings are held daily with licensing regarding potential placement options for youth. Every Friday, Licensing and Placement review all children who are pending placements or are on brink of potential placement disruptions, step-down from residential placement, and siblings' reunifications. A Regional workgroup meets monthly to review placement stability and address barriers. The Region will continue to monitor.

8) **Partner Communications and Relationships - Continued efforts are needed to address communication and collaboration with partners, including at the front-line level.**
   a. This finding is being addressed through informal improvements actions taken locally and is included in the local improvement plan 'Path Forward.'
   b. *Summary of Actions Taken:* ECA P/P reviews all cases jointly worked by case management and investigations to identify barriers to front line communication and collaboration. Eckerd Connects strives to attend CMO 'All Staff' Meetings to engage staff in providing an update on the system of care as well as answer any questions they may have. A "Town Hall" meeting will be offered to all frontline and management staff to bring concerns and impending issues to the forefront to be addressed and discussed. Additional work around this issue will be addressed in the 'Path Forward' plan which is

in development and nearing implementation. Specific goals and milestones for success will be outlined in the plan.

9) **Review and evaluate fingerprinting resource challenges impacting permanency for children.**
   a. This finding was addressed through informal improvement actions taken locally.
   b. *Summary of Actions Taken:* The Background Screening process has been modified. In June, Eckerd Connects implemented a change in process based on CFOP 170-1 which makes fingerprinting parents discretionary for reunification. This change has reduced the number of live scan appointments that had to be scheduled. Case Management Organizations also have staff trained and may access the machine before and after business hours in the event of an urgent need. As of July 1st, Eckerd Connects transitioned the background screening process to be the responsibility of the case management organizations (CMO). In this transition, Eckerd Connects eliminated 4 full-time lead agency positions and funded the CMOs with 6 full-time positions (2 per CMO). Therefore, this transition resulted in 2 additional full-time positions to support and manage the background screenings for the system of care.

Administrative Findings Identified in Previous Report

1) **Subcontractor requirements - Four subcontracts did not contain all required language to be passed through to the subcontractors. Two subcontracts did not specify that subcontractor staff and volunteers must meet applicable qualification requirements, background screening requirements, and certification requirements. Five of the subcontracts did not contain licenses as required by Florida law. Contract monitoring of the selected sample of subcontractors by ECA P/P did not occur.**
   a) This finding was address through informal improvement actions taken locally.
   b) *Summary of Actions Taken:* The findings for the required language to be passed through was noted on 2 Public School Board Agreements, 1 Currently Terminated Vendor-Based Service Agreement, and 1 Current Service Agreement. Contract Management's plan is to review our organization's Service Agreement template and update with language/citations during the next renewal cycle of these agreements. The finding for the background screening and certification language requirement was noted in the 2 Public School Board Agreements. Language will be included in the next renewal of this agreement. Regarding the finding for licenses, all applicable licenses were uploaded to the One-Drive site. A subsequent Fiscal On-Site Monitoring was conducted January 23rd-25th, 2019. Four contracts/subrecipient agreements were reviewed and no issues were noted during the Exit Conference.

2) **Incident Reporting –Two critical incidents were not identified as such and were not reported as required into IRAS. Neither did the two contain documentation that the guardian, representative, or relative was notified as appropriate. One critical incident was reported late into IRAS.**

a) This finding was addressed through informal improvement actions taken locally.
b) *Summary of Actions Taken:* The Incident Report Procedure and Incident Report form was updated to reflect more closely with DCF's CFOP. This revision has been approved by DCF (9/26/18) and re-training of staff is ongoing.

SECTION 7: Desk Review Findings

SUMMARY

Eckerd Community Alternatives, Inc. Pasco/Pinellas is an established Lead Agency serving Pinellas and Pasco counties since 2008. ECA P/P is committed to working collaboratively with families and partner agencies to provide the tools and resources needed to help families thrive. ECA P/P's overall performance is strong and often exceeds the statewide performance in many measures.

AREAS NEEDING ACTION:

These findings represent areas that need prompt attention and action as they impact child safety, are violations of statute or administrative rule, or are areas where ECA P/P has consistently underperformed:

1. Performance
   a. Permanency
      i. Placement moves per one-thousand days in foster care (M08).
         1. ECA P/P failed to meet the performance target in seven out of the past eight quarters.
      ii. Percent of children who do not re-enter care w/in (M07).
         1. ECA P/P failed to meet the performance target in seven out of the past eight quarters.

OPPORTUNITIES FOR IMPROVEMENT:

These findings represent areas where there is need for analysis and development of an agency improvement plan.

2. Performance
   a. Permanency
      i. Percent of children exiting to a permanent home within 12 months of entering care (M05)
         1. ECA P/P failed to meet the performance target in four out of the past six quarters.
      ii. Percent of sibling groups where all siblings are placed together (M12)
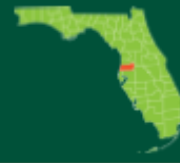   1. ECA P/P failed to meet the performance target in five out of the past six quarters.

– 2018 FLORIDA CHILD WELL-BEING INDEX –

Pasco County

Keeping a focus on where counties can make life better for our children & families

ECONOMIC WELL-BEING
DOMAIN RANK 16

	Baseline Year	%	Current Year	%	Number	Change
Children in poverty	2011	21.2	2016	18.1	18,522	👍
Unemployment rate	2011	10.8	2016	5.2	11,466	👍
High housing cost burden (>30% income spent)	2007-2011	37.7	2012-2016	31.0	58,774	👍
Teens not in school and not working	2007-2011	11.5	2012-2016	10.6	2,326	Unchanged

EDUCATION WELL-BEING
DOMAIN RANK 21

	Baseline Year	%	Current Year	%	Number	Change
3 & 4 year old children not enrolled in school	2007-2011	54.8	2012-2016	57.4	5,853	👎
4th grade students not proficient in English Language Arts	2014/15	73.0	2015/16	76.0	4,007	👎
8th grade students not proficient in math	2014/15	74.0	2015/16	67.0	3,359	👍
High school students not graduating on time	2011/12	23.4	2015/16	20.9	1,019	👍

HEALTH WELL-BEING
DOMAIN RANK 35

	Baseline Year	%	Current Year	%	Number	Change
Low-birthweight babies	2011	8.0	2016	8.0	411	Unchanged
Uninsured children	2010	12.0	2015	6.6	6,991	👍
Overweight and obese 1st, 3rd & 6th grade students	2010/11	36.7	2015/16	34.3	5,483	👍
High school teens who used alcohol/drugs (past 30 days)	2012	38.8	2016	37.1	246	👍

FAMILY & COMMUNITY
DOMAIN RANK 14

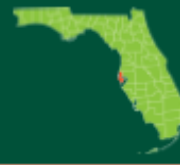|	Baseline Year	%	Current Year	%	Number	Change
Children in single parent families	2007-2011	26.3	2012-2016	30.4	26,837	👎
Children living in high poverty areas	2007-2011	8.2	2012-2016	2.6	2,624	👍
Children with verified maltreatment (per 1,000)	2011/12	10.6	2016/17	14.2	1,450	👎
Youth contacts with the juvenile justice system (per 1,000)	2011/12	26.6	2016/17	15.2	721	👍

We all do better when Florida's children succeed. Find out how you can act locally and at the state level to ensure: (1) Children have access to health care; (2) Communities prevent child abuse, juvenile justice involvement, and substance abuse; and (3) Parents have educational and work opportunities that support their families.

Florida KIDS COUNT   www.floridakidscount.org   /floridakidscount   @FLKidsCount   **USF** UNIVERSITY OF SOUTH FLORIDA COLLEGE OF BEHAVIORAL & COMMUNITY SCIENCES

– 2018 FLORIDA CHILD WELL-BEING INDEX –

Pinellas County

Keeping a focus on where counties can make life better for our children & families

ECONOMIC WELL-BEING
DOMAIN RANK 30

	Baseline Year	%	Current Year	%	Number	Change
Children in poverty	2011	23.6	2016	19.6	30,877	👍
Unemployment rate	2011	9.7	2016	4.4	21,081	👍
High housing cost burden (>30% income spent)	2007-2011	42.1	2012-2016	36.2	146,807	👍
Teens not in school and not working	2007-2011	8.8	2012-2016	8.7	3,154	Unchanged

EDUCATION WELL-BEING
DOMAIN RANK 34

	Baseline Year	%	Current Year	%	Number	Change
3 & 4 year old children not enrolled in school	2007-2011	53.2	2012-2016	49.9	8,537	👍
4th grade students not proficient in English Language Arts	2014/15	75.0	2015/16	74.0	5,521	👍
8th grade students not proficient in math	2014/15	93.0	2015/16	90.0	3,536	👍
High school students not graduating on time	2011/12	28.0	2015/16	19.9	1,527	👍

HEALTH WELL-BEING
DOMAIN RANK 54

	Baseline Year	%	Current Year	%	Number	Change
Low-birthweight babies	2011	8.8	2016	8.5	719	Unchanged
Uninsured children	2010	11.0	2015	6.0	10,010	👍
Overweight and obese 1st, 3rd & 6th grade students	2010/11	34.9	2015/16	41.9	11,366	👎
High school teens who used alcohol/drugs (past 30 days)	2012	37.1	2016	36.8	257	Unchanged

FAMILY & COMMUNITY
DOMAIN RANK 39

	Baseline Year	%	Current Year	%	Number	Change
Children in single parent families	2007-2011	36.9	2012-2016	37.7	52,221	Unchanged
Children living in high poverty areas	2007-2011	6.0	2012-2016	9.5	15,251	👎
Children with verified maltreatment (per 1,000)	2011/12	14.8	2016/17	12.8	2,078	👍
Youth contacts with the juvenile justice system (per 1,000)	2011/12	31.8	2016/17	21.3	1,551	👍

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